



# TRAINING SECTION PUBLICATION

# TFD CHRONICLE

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## TRANSITION FROM FIREFIGHTER TO FIRE OFFICER

In the book *Fire Officer, Principles and Practices*, there are various times in a firefighter's career when a major change occurs. The first change occurs when the firefighter successfully completes the probationary training period. Completing the initial recruit training and probationary period is a major milestone for any firefighter. The second change takes place when the firefighter successfully completes a promotional process and starts working as either a driver/operator (engineer) or fire company officer. The third event is when the fire officer completes another level of training, advances through the promotional process, and starts working as a chief officer. The fourth event is when a firefighter retires from active duty.

In all four situations, a signifi-

cant change occurs in the individual's relationship to the organization and to the other members of the fire department. Part of this change is the individual's sphere of responsibility within the organization. A change in the sphere of responsibility often requires the firefighter to change some on-duty behaviors or practices that were acceptable in their former position.

In his book, *Effective Company Command*, James O. Page divides the company officer's duties into three distinct roles: supervisor, commander, and trainer. The first role, that of a supervisor, will be discussed briefly in this issue and other roles will be discussed in future issues of the *TFD Chronicle*. As supervisor, the company officer functions as the official representative of the fire department and the fire chief.



Simply put, this means the fire officer will issue orders, directives, and conduct business in a way that meets the needs and objectives of the organization, and will lead a fire company in a manner that is consistent with the rules and regulations of the fire department. For more information on the duties of the company officer, contact the TFD training section for additional resources.

Source: *Fire Officer Principles and Practice*; NFPA, pp. 44-45

### TFD TRAINING SECTION GOAL:

To identify areas of need and develop training programs to assist our members to become more proficient in personnel management and supervisory leadership, emergency service delivery, customer service, emergency incident management, safety, fire prevention and public safety education.

## WHAT PEOPLE LOOK FOR AND ADMIRE IN THEIR LEADERS

Jim Kouzes and Barry Posner began their research on what constituents expect of leaders more than two decades ago by surveying thousands of business and government leaders. They asked the following question: "What values (personal traits of characteristics) do you look for and admire in your leader?" This question was asked to more than seventy-

five thousand people around the globe.

Although all types of characteristics receive some votes, and therefore each is important to some people, what is more striking and most evident is that, consistently over time and across continents, only four have continuously received over 50 percent of the

votes. As the data clearly show, for people to follow someone willingly, the majority of followers must believe the leader is honest, forward-looking, competent, and inspiring.

From the book: *The Leadership Challenge* by Kouzes and Posner.

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## RISK MANAGEMENT

*"THERE ARE RISKS AND COSTS TO A PROGRAM OF ACTION. BUT THEY ARE FAR LESS THAN THE LONG-RANGE RISKS AND COSTS OF COMFORTABLE INACTION."*

*JOHN F. KENNEDY*

Risk is a part of day-to-day operations for each of us. Each action that we take carries with it the chance that we might be killed or injured. It has an impact on us as we work and as we play; there is no way to escape it completely. No activity is completely without risk.

Insurance companies are very familiar with the concept of risk. Car insurance premiums for an 18-year-old single male are much higher than they are for the same man once he is married and 30 years old, provided he has not had any major losses. The cost of the insurance reflects the risk that is associated with the likely driving behavior of the same person at different times in his life.

Because of the significant risks faced by emergency responders, attempts are made to identify and control the risks that we face as we do our jobs. This is known as

risk management.

Risk management is the method used to reduce exposure to risks. Many risks cannot be avoided completely, although recognition of a risk and responding appropriately can help reduce the chance for serious injury and death. Firefighting, emergency medical and special operations are extremely hazardous activities. Risk management for emergency response organizations is divided into two categories: *pre-emergency risk management* and *risk management at emergencies*.

Pre-emergency risk management consists of activities that take place prior to the emergency. These activities can have a major impact on the safety of members working at the scene of an emergency.

Pre-emergency risk management is divided into five steps: Risk Identification, Risk Evaluation, Establishing Priorities, Risk Con-

trol, and Risk Monitoring.

### Risk Management

#### Risk versus Benefit

- We will risk our lives a lot in a calculated manner to save savable lives.
- We will risk our lives a little in a calculated manner to save savable property.
- We will not risk our lives at all to save lives or property that is already lost.

*Source: Incident Safety Officer; FEMA, 1999.*



## THE BEST KEEP DOING SOMETHING

As the old saying goes, people can be divided into three categories — those who make something happen, those who watch things happen, and those who wonder what happened. Successful people make things happen by taking action and not allowing themselves to be swept along by negative influence.

There are plenty of great examples of how the “do something” choice works. Here are a couple of the athletes that made the choice to do something, even though they were already one of the best in the world in their field.

After dominating the junior tournaments, long after other

golfers had gone to the clubhouse, the young Tiger Woods remained on the course, practicing his shots. He was not content just to win, rather he chose to do whatever it took to be the best ever to play the game of golf.

Lance Armstrong is arguably one of the most influential endurance sport athletes of the modern era. Armstrong was noted as much for his grit, determination, and training regiment (which was more intense than most professional cyclists) as he was for his impressive seven consecutive victories in the Tour de France. Armstrong credits much of his cycling success to his training, coaching, and teammates.

Most successful people are never satisfied with their last score, their last record, or their last performance. How many great leaders have quit after one successful year? How many great coaches quit after their first win?

As many of us begin to work with different crews or in another capacity within the organization, we should remember the journey is only beginning and learning never stops.

*Source: 12 Choices... That lead to your success by David Cottrell*



## FOUR EMOTIONAL STEPS OF CHANGE

What we know is that most people go through four emotional changes when they experience a major shock. Test these stages against how you experienced a major change e.g. the death of a family member or friend; a divorce; the loss of your job; a major change at work; a confronting medical procedure.

### 1. Disbelief and Denial

Initially the change is met with disbelief and denial. "It won't happen to me." "No, they won't close the plant - they'll find a way through the problems, they always have." "If I just keep my head down, it'll be business as usual soon."

### 2. Anger and Blame

Next, it is common to see anger and blame. In workplace change at this time some employees will actively resist the changes saying things like: "Why should I change? Is this how they treat us after we've worked our butts off?" What is more risky is withdrawal and lack of concentration. In this high risk period, watch out for an increase in accidents; drop off in quality, absenteeism, corruption or fraud.

### 3. Reluctant Acceptance

As people work through their anger, they move to the third stage where they reluctantly begin to accept the

changes and start to explore their role in it. You'll hear things like:

"There's just too much to do now - how am I going to get it all done?"  
"OK let's try it but who's doing what now?" "I'll never learn this new system - I need training."

### 4. The Final Stage

When employees commit to the change, they start focusing on the future instead of dwelling on the past. They have a clear sense of their roles and where they are going.

What are the implications of these emotions as we are planning and implementing change in the fire service?



Source: *Organizational Change & Leadership Development*, by Anne Riches

## BORN IN 1983

Just in case you weren't feeling too old today, this will certainly change things. Each year the staff at Beloit College in Wisconsin puts together a list to remind their workforce who they will be teaching and working with. Here's this year's list:

Those who were born in 1983...

1. Are too young to remember the space shuttle Challenger blowing up.
2. Your lifetime has always included AIDS.
3. Bottle caps have always been screw off and plastic!

4. The CD was introduced the year you were born.
5. There has always been an answering machine affiliated with a telephone.
6. There has always been cable television.
7. Televisions have always had a remote control.
8. Jay Leno has always been on the Tonight Show.
9. Popcorn has always been cooked in the microwave.
10. Most have never taken a swim and thought about Jaws.
11. Can't imagine what hard contact lenses are.
12. Don't know who Mork was or where he was from.
13. Has never heard: "Where's the Beef?", "I'd walk a mile for a Camel", or "de plane Boss, de plane".
14. Do not care who shot J. R. and have no idea who J. R. even is.
15. Michael Jackson has always been white.
16. Don't have a clue how to change the ribbon on a typewriter.

*"WHILE I TAKE  
INSPIRATION FROM  
THE PAST, LIKE  
MOST AMERICANS,  
I LIVE FOR THE  
FUTURE"*

*RONALD REGAN*

## BIRTHDAY'S AND ANNIVERSARIES FOR JUNE

### Happy Birthday!

Barton, J.	6/6
Chalmers, G.	6/7
Damiani, G.	6/9
Honaker, B.	6/10
Stockton, J.	6/10
Downing, R.	6/14
Martinez, A.	6/17
Hernandez, D.	6/18
Levandowski, S.	6/18
Glass, A.	6/27
Shepard, D.	6/28

### Happy Anniversary!

Caretto, B.	6/4	33 yrs.
Peterson, J.	6/4	33 yrs.
Walker, J.	6/12	11 yrs.
Matthews, B.	6/13	23 yrs.
Snider, D.	6/19	28 yrs.
Fonseca, D.	6/22	19 yrs.
Herring, B.	6/22	19 yrs.
Tunny, J.	6/22	19 yrs.
Baros, M.	6/25	5 yrs.
Brown, G.	6/27	23 yrs.
Chalmers, G.	6/28	13 yrs.

Damiani, G.	6/28	13 yrs.
Gulliver, T.	6/28	13 yrs.





## TRAINING SECTION PUBLICATION

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## ONE MINUTE MANAGER

Kenneth Blanchard and Spencer Johnson were co-authors of a book titled *The One Minute Manager*. The major philosophical theme was: Good management does not take a lot of time. This theme seems to be based on two underlying premises:

1. *Quality* of time is more important than quantity.
2. In the end, employees should really be managing themselves.

Effective management means that both the organization and its employees win, and that people will do better work when they feel good about themselves. Three management techniques have been addressed in the management literature for years: goal setting, positive reinforcement in the form of praise, and brief verbal reprimands (when necessary).



## TRUSTING OTHERS

It has been said that you will be hurt occasionally if you trust too much. This may be true, but you will live in torment if you do not trust enough.

Trusting is part of our higher nature. Doubting is a lower instinct. The latter is easy to do, the former more difficult – but so much more rewarding.

From the book: *Wooden. A lifetime of observations and reflections on and off the court.*

## STRATEGY AND TACTICS TIPS

### Occupancy Pre-Incident Planning

A starting point for occupancy pre-incident planning is an evaluation of the operational and outcome potential associated with buildings in and around the incident in terms of size, arrangement, hazard, and built-in protection. This edition of the *TFD Chronicle* will look at the size portion of pre-incident planning.

The size of the building and the potential size of the incident provide a description of the scale of possible operations. The four sizes of buildings, super weight, heavy weight, middle weight, and light weight for this discussion have been adapted from Alan V. Brunacini's *Fire Command* (2<sup>nd</sup> edition).

Buildings that present huge life-safety and fire problems that

would require a major fire fight/rescue/collapse (special ops)/hazmat, involving much of an area's resources for an extended period of time, and serious potential danger to personnel. Examples might be a regional hospital, or home for aged training captains, or a chemical manufacturing facility, or retail discount facility (i.e., Costco, Sam's Club, etc.).

Large buildings present significant fire and rescue problems requiring a long-term, greater alarm campaign-length period of operation for control. Examples include large open warehouses, high rises, mills, and commercial occupancies.

Middle-sized buildings present a low level fire/physical problem requiring routine first-alarm tactics with predictable occupancy load outcomes, such as

smaller stores, commercial, industrials, older strip malls, and garden apartments with connected multiple units.

Single family and small commercial risks typically controlled by a small standard group of responders (three or four units) they present a relatively low fire problem, but must always be approached in a manner that includes standard safety practices. These light weights contain the same deadly hazards as the big guys and have seriously injured and killed (sucker punched) more responders than any other occupancy type. The majority of our repeat business occurs in these buildings.

Source: *Fire Command*, 2nd ed.  
By Alan Brunacini



### One final thought...

**The Villiagio Project** on Evergreen and Rio Salado:

Be aware of the hydrants you lay from since Mesa hydrants are located east of this project.